

EXCOM 81-9010

5 May 1981

MEMORANDUM FOR: Executive Committee Members

FROM : Robert M. Gates
Director, DCI/DDCI Executive Staff

DDA REGISTRY

FILE: OAM (EXEC COM)

SUBJECT : Minutes of Executive Committee Meeting, 29 April 1981

1. The Executive Committee met on 29 April 1981 to review the recruitment system. Admiral Inman chaired the session; other participants included Mr. McMahon (D/NFAC); Mr. Hugel (DDA); Mr. Stein (Acting DDO); Mr. Taylor (ADDS&T); Mr. Lipton (Compt.); Mr. Ware (D/EEO); Mr. Briggs (IG); and Mr. Fitzwater (D/OPPPM). []

2. Mr. Fitzwater outlined the current recruitment system and recent changes that have been implemented to reduce processing time and to target recruitment efforts against certain categories of hard-to-get employees (communications technicians, engineers, et cetera). He noted that some of these changes remain untested because of the two recent hiring freezes. []

3. Mr. Fitzwater then reviewed a number of short-term problems: the requirement to recruit [] new employees over the next 18 months; the need for more funds for advertising (the Comptroller is working on this); and the difficulties in obtaining validated requirements from the components. Regarding the latter, he noted some components had requirements for certain categories even though they were overstrength in those categories. Messrs. McMahon, Stein and Taylor explained that some offices are overstrength by design because of pending plans, and requirements for those offices still remain valid. Admiral Inman suggested that the Directorates and OPPPM work together to ensure that OPPPM is working against valid requirements and understands when a component is deliberately overstrength. []

4. In response to the DDCI's question, [] (D/Recruitment Division) explained how OPPPM now obtains and validates component requirements 12 months in advance, updating them on a quarterly basis. Mr. Fitzwater emphasized the importance of components informing OPPPM of their skill requirements to fill the additional slots requested for FY-1982. []

5. Mr. Fitzwater highlighted the status of efforts to address long-term recruitment problems, including competing with private sector salaries for engineers and computer scientists; recruiting employees for serving overseas; and recruiting people with required foreign language skills. Mr. Fitzwater believed the Agency's recruitment organization and procedures were generally sound and actions were either under way or about to be to solve existing problems. He added that the average cost of entering an employee on duty is approximately \$4,000. []

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6. The DDCI then asked Committee members if the recruitment system was meeting their needs and if they had any concerns about meeting their future needs. Mr. McMahon said that NFAC expected to be about 140 people understrength by December and only 80 were in process. He added that he was very concerned about meeting future needs and believes that NFAC has to supplement the existing recruitment system with its own recruitment efforts. Mr. Stein noted that DDO was short about [] case officers; OPPPM has done well in bringing in close to [] career trainees a year but that goal may have to be raised to [] a year; and problems in the recruitment process included the shortage of travel funds. He suggested that the system should be fine tuned and cautioned against making any changes that might interrupt the flow of new hires. Admiral Inman concurred, emphasizing that the Agency could not tolerate risking the loss of Congressional support by failing to meet the increased slots expected in 1981-82. []

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7. Mr. Taylor said that DDS&T was in relatively good shape and close to meeting its requirements for engineers and linguists. He called attention to the growing problem of senior officers leaving the Agency for better paying positions in private industry. Mr. Hugel advised that shortages in the Office of Communications were his major concern and outlined the task force effort to overcome them. The DDCI asked to be informed regarding what percentage of applicants screened out by the early polygraph could be attributed to drug abuse. []

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8. Mr. Briggs highlighted the methodology and findings of his staff's extensive study of the recruitment system and recommended that members read the study. He said that he had no objection to trying to improve the current system while trying to determine what the Agency should do for the long run. He emphasized, however, that the Agency should expand its focus beyond how well it is doing under difficult circumstances to considering how it might do things differently to meet its future needs. Mr. Lipton advised that the Agency currently did not have sufficient resources to meet its recruiting requirements but would work on getting what it needs. An exemption from limits on travel funds would be helpful. Mr. Ware said that he was disappointed in the Agency's limited success in recruiting minorities, insufficient long-range planning involving human resources, and lack of job analysis. []

9. After additional discussion, the DDCI concluded that the current recruitment system seems geared to replacing losses from attrition. He pointed out that the Agency was now faced with requirements to increase annual hiring by one-third in 1982 and one-half again in 1983. He requested a second Executive Committee session on recruitment to determine what changes were required in the current system--and the Agency's entire approach to recruitment--to meet these future needs. That session should also address the following questions:

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- What are the Agency's priorities in this area?
- What steps need to be taken to improve recruiting of minorities and women?
- What increases are needed up front in resources devoted to processing--OS, OMS, etc.,--and how can the Agency plan to use them efficiently elsewhere when the increases are met?
- What kind of input will be required from the line?
- What is the utility of the Professional Applicant Test Battery?

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10. The DDCI also suggested that the IG's study and the DDA Management Staff's paper on recruitment be distributed to the Committee as background for the next session. He then adjourned the meeting.

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